



Strategic Plan 2026–2030



Golden Optimists Bicycle Recycle Program

Bikes For People Who Need Them

Facilitated by JJ Trout, Golden Trout Rising Consulting + Coaching

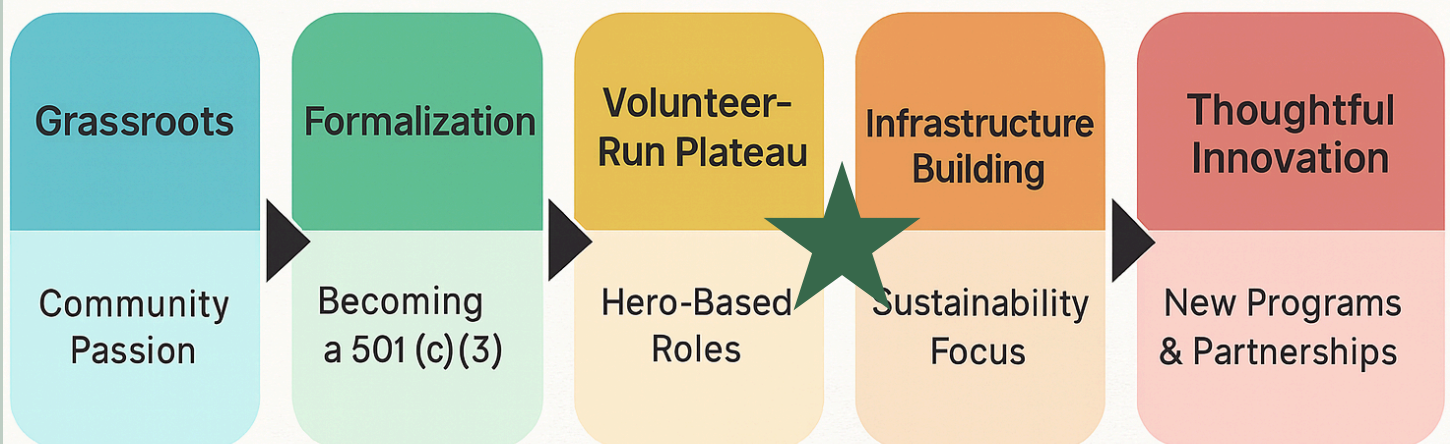
goldentroutrising@gmail.com

Executive Summary

"We want to leave a legacy of connection, grit, care, and community. It comes with step by step progression." — Board Members

The Golden Optimists Bicycle Recycle Program (GOBRP) is widely recognized as a community asset, a place where people learn, connect, and contribute to a more sustainable and caring Golden. After decades of passionate, volunteer-driven work, the Golden Optimists is now entering an infrastructure-building stage — one that will strengthen coordination, capacity, and overall sustainability. This plan outlines a path toward thoughtful innovation and a future in which GOBRP can grow its impact with clarity and confidence.

Nonprofit Organizational Lifecycle



As we embark on this five-year journey, our focus will be on:

- Financial Sustainability & Fundraising
- Community Training & Education Programs
- Leadership, Coordination, & Volunteer Pathways
- Flow & Space Optimization
- Location & Future Facility Planning

At the heart of this plan is a board that has built GOBRP into a sustainable, volunteer-driven program while laying the groundwork for future leaders to thrive. This strategy was shaped through deep community input—including surveys, interviews, and site visits—and refined through dedicated board retreats.

GOBRP enters 2026 with a strong foundation: a vibrant volunteer culture, deep community relationships, and decades of impact getting bikes to people who need them. At the same time, new challenges—rising demand, evolving technology, limited space, and stretched leadership capacity—highlight the need for stronger systems, expanded programs, and thoughtful growth.



Our Guiding Principles

Mission

Bikes for People Who Need Them

To provide bikes for people who need them for transportation, exercise, and fun by repairing donated bicycles and making them available for re-use.

Vision

Bikes Transform Lives

The Golden Optimists Bicycle Recycle Program seeks to change lives by connecting people to bicycles.

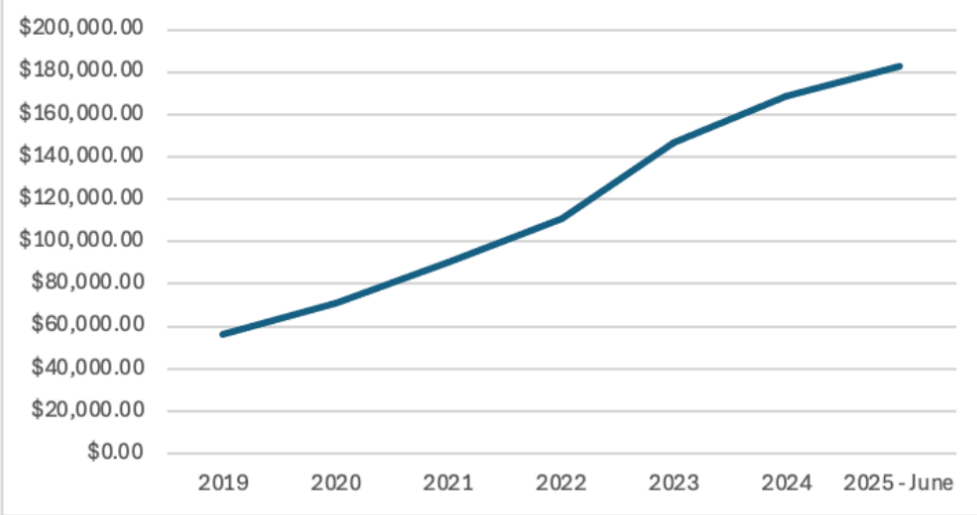
Core Values

Bicycles are Awesome | Affordable Bikes | Service For All | No Waste | Learning | Safety
Community | Positive Values

Our Journey

The Golden Optimists Bicycle Recycle Program began more than 35 years ago as a grassroots effort—repairing donated bikes in garages and community spaces to get them into the hands of people who need them. Since incorporating as a nonprofit in 2015, GOBRP has grown into a trusted community asset, operating from its shop at the Connections Learning Center. **Today, the program consistently returns 450–600 refurbished bikes to the community each year, with at least half provided free to children, families, and partner organizations.**

Total Assets 2019 - 2025 June



Over the past five years, the Board of Directors has strengthened GOBRP’s foundation for long-term sustainability. The organization has increased both its impact and stability. Volunteers now contribute roughly 3,000 hours annually while revenue growth from bike sales, donations, and grants has helped grow reserves from under \$20,000 in 2019 to more than \$180,000 by 2025—positioning GOBRP to invest in its next chapter of thoughtful growth and innovation.

Key Stats

35+

Years of Community Impact

450–600

Bikes Repaired Annually

50%+

Bikes Given Away for Free

\$180K+

Organizational Reserves (2025)

3,000+

Volunteer Hours Each Year

GOBRP Stories

The community surveys and focus group conversations revealed something undeniable: the Golden Optimists Bicycle Recycle Program is truly beloved. Again and again, people spoke of how bikes changed their lives—but just as often, they spoke of the volunteers whose passion, kindness, and devotion make the program feel like a community as much as a service. These stories are a powerful reminder that GOBRP’s impact extends far beyond the bicycles themselves and are a great tool to garner future support.

Impact Story: Creating Community on Two Wheels



At Golden Optimists, a bike is never just a bike—it’s a way to build community. From a grandmother in Navajo Nation riding with her grandkids, to refugee children gleefully finding their names on new bikes, to a 10-year-old girl learning to ride for the first time with patient volunteers—every story shows how bikes connect people. With each repair and donation, neighbors become friends, families find freedom, and community grows stronger on two wheels.

Impact Story: Heart of Golden Optimists



At the Golden Optimists, every bike tells a story and every story begins with our volunteers. Our all-volunteer team goes beyond fixing bikes. They carefully fit each one and make sure every rider feels welcome and respected.

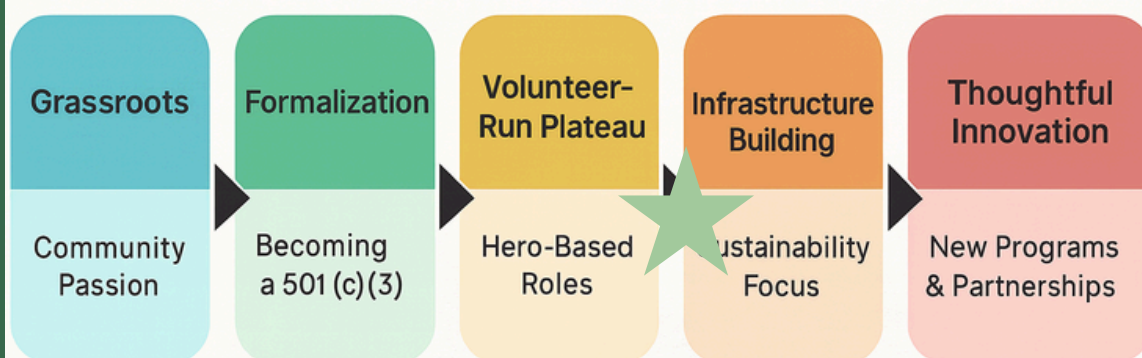
Inside the shop, the energy is unmistakable. Tools clink, laughter carries, and volunteers from every generation work side by side. It’s more than mechanics—it’s an ego-free space where people share knowledge and teach new generations to repair and serve their community.

Current Context + Scan

“Volunteers treat all customers with respect. Volunteers work hard to match people with bikes that are well repaired, fit them correctly, and are appropriate for their needs.”

— Survey Response

Nonprofit Organizational Lifecycle



The Golden Optimists has traveled a classic and remarkable nonprofit arc over its 35-year history. Like many long-standing community programs, the organization grew from a grassroots beginning into a formal 501(c)(3), sustained entirely by volunteer leadership and devotion. This passion has carried the mission for decades — but it has also created natural limits on coordination, capacity, and growth.

Today, the Golden Optimists stand at a pivotal inflection point in the nonprofit lifecycle — moving from a volunteer-run plateau into an infrastructure-building stage where clearer roles, stronger systems, and more sustainable operations can take root. As these foundations solidify, the organization will be poised to enter its next era: thoughtful innovation, deeper community partnerships, expanded youth engagement, and new program possibilities. This strategic plan serves as the bridge between these stages, honoring the heart of where Golden Optimists has come from while building what is needed for the future.

Trends Shaping Our Work

GOBRP is operating in a changing environment shaped by evolving community needs, volunteer capacity, and the broader cycling landscape.

E-Bike Growth

Rising demand introduces new needs.

Space Constraints

Current shop limits program expansion.

High Bike Donations

Increased intake challenges space and flow.

Community Demand

Growing interest in education and training.

Volunteer Capacity

Limited leadership bandwidth.

Sustainability Focus

Reuse and recycling are central to the mission.

What We Heard From The Community

A 2025 survey of 91 stakeholders—nearly triple the 2020 response—confirmed strong community support while highlighting clear opportunities for growth.

What's Working Well

- Passionate, dedicated volunteers
- Welcoming, community-driven culture
- High-quality, safe bike repairs
- Strong impact for individuals and families

Key Insight

Taken together, these insights point to a clear opportunity: GOBRP is deeply valued and trusted by its community. With stronger systems, expanded programming, and improved coordination, the organization is well-positioned to grow its impact in the years ahead.

Where We Can Grow

E-Bikes

Growing demand and relevance in transportation

Education & Programs

Strong interest in repair classes and youth learning

Bike Flow & Space

Need for better inventory systems and capacity

Hours & Access

Desire for expanded and more flexible hours

Volunteer Development

Clearer training and leadership pathways needed

Marketing & Partnerships

Opportunity to increase awareness and collaboration

These trends and survey results shaped the strategic priorities.

SWOT Analysis

Using the stakeholder survey data, the Board completed a current SWOT Analysis.

A snapshot of GOBRP's current position and future potential

Strengths

- Deeply committed volunteer base
- Strong reputation and community trust
- High-quality bike repair and reuse model
- Financial stability and growing reserves
- Longstanding community partnerships

Weaknesses

- Limited space and shop capacity
- Inconsistent bike flow and organization
- Leadership bandwidth is stretched
- No paid staff for daily operations
- Decision-making structure still evolving

Opportunities

- Expand education and training programs
- Strengthen volunteer leadership pathways
- Improve bike flow and inventory systems
- Build partnerships with schools and organizations
- Explore funding, staffing, and facility options

Threats

- Volunteer and board burnout
- Uncertainty of current location
- Increasing complexity of e-bikes
- Excess donations straining capacity
- Risk of losing focus across too many programs

These insights directly informed the five strategic priorities in this plan.

5 Strategic Goals

"We can do anything — we just can't do everything." — Board Member



GOBRP's next five years will be guided by five strategic priorities.

The Board made a deliberate decision to treat e-bikes as an operational rather than strategic priority—integrating them into day-to-day work instead of elevating them as a long-term focus. While not listed as a standalone strategic priority, progress on e-bikes will be tracked through the 2026 annual plan and future planning cycles, allowing the organization to respond flexibly while maintaining focus on its core priorities.

1. Financial Stability & Fundraising

Goal

Strengthen GOBRP's financial foundation to support future programs, staffing, and facility opportunities.

Why This Matters

Current funding levels will not sustain future growth. A more intentional and diversified fundraising strategy is needed.

2030 Vision

Clear understanding of financial needs, reliable fundraising mechanisms, diversified revenue, and reserves that support future opportunities such as a new facility or expanded recycling.

Key Focus Areas

Define Financial Needs

Clarify funding requirements for programs, staffing, and future space.

Build Fundraising Capacity

Develop expertise through partnerships, training, or new board skills.

Expand Revenue Streams

Explore grants, sponsorships, memberships, and donor engagement.



2. Community Training & Education Programs

Goal

Integrate community bike repair and safety training into GOBRP's mission.

Why This Matters

Education keeps bikes on the road, builds community engagement, develops self-sufficiency, and responds to strong interest from the community survey.

2030 Vision

A full suite of community classes, youth and adult training programs, potential membership offerings, and a clear programming pathway.

Key Focus Areas

Launch Programming Committee

Establish dedicated team to lead community training and define timelines.

Develop Community Curriculum

Design classes, set schedules, adapt volunteer training content, and explore partnerships with local bike shops.

Plan & Launch Training Programs

Create a full program plan (pricing, registration, instructors, marketing) and present to the Board by December 2026.

Explore Membership Opportunities

Research peer models and develop a membership structure, benefits, and proposal by December 2027.



3. Leadership Coordination & Volunteer Pathways

Goal

Improve coordination, communication, continuity, and volunteer leadership across shop operations and board roles.

Why This Matters

Improved systems keep everyone aligned, increase engagement, reduce burnout, and strengthen organizational consistency.

2030 Vision

A robust leadership pipeline, more volunteer leaders, and a board focused on strategic—not hands-on—roles.

Key Focus Areas

Launch Volunteer Newsletter

Identify volunteer leads by March 2026 and create a regular newsletter with updates on training, safety, board news, opportunities, and volunteer stories.

Strengthen Training & Shop Leadership

Refine Passport Training annually, clarify shop roles, and grow the number of trained shop leads.

Explore Future Staffing

Evaluate part-time or shared staffing options once fundraising benchmarks are met, defining roles to support long-term sustainability.

Strengthen Board Composition

Build a board with diverse nonprofit expertise by identifying skill gaps (finance, fundraising, marketing) and recruiting accordingly.

Increase Volunteer Engagement

Identify volunteer leaders, complete a needs assessment by July 2026, recruit at least 10 new committee volunteers annually, and host additional in-person events to build connection and involvement.

4. Flow & Space Optimization

Goal

Improve bike flow, maximize shop capacity, and better utilize existing space to meet mission and program needs.

Why This Matters

A better-organized shop increases program impact, improves working conditions, increases sales, and supports sustainable operations.

2030 Vision

A well-functioning flow system with predictable turnaround times, expanded outlets for free bikes, and more efficient use of current space.

Key Focus Areas

Strengthen Sales & Promotion

Identify key volunteers by 1/26 and develop a sales and advertising strategy by April, including expanded promotion, new sales channels, and high-end bikes.

Expand Free Bike Distribution

Maintain at least 50% of bikes distributed for free, identify leadership for this effort, and grow partnerships with schools, city programs, and community organizations.

Increase Community Outlets

Develop additional pathways for getting bikes into the community by 2028 through stronger partnerships and expanded distribution networks.

Understand Demand & Capacity

Track data on bike supply, demand, volunteer capacity, and shop operations to better understand community needs and inform future decisions.

Improve Bike Flow & Repair Efficiency

Reduce turnaround time by refining processes, tracking intake and output, and strengthening the bike flow system..

5. Location & Future Facility Planning

Goal

Monitor and evaluate potential space opportunities, and prepare the organization for future facility transitions.

Why This Matters

GOBRP's current space is inexpensive and an optimal location but limited. Future opportunities may arise quickly (school turnover, partnerships, real estate changes), and preparation is essential.

2030 Vision

A well-prepared team capable of evaluating and responding to space opportunities, with scenarios developed and assessed.

Key Focus Areas

Establish Facility Readiness Team

Form a dedicated team by December 2026 to monitor and guide future space opportunities.

Assess Capacity & Future Needs

Develop a capacity and demand document by December 2027, outlining programming growth, bike flow needs, and community impact.

Prepare for Future Facility Opportunities

Create a readiness plan by December 2027, including tracking local real estate and school transitions, exploring partnership options, and evaluating scenarios for future space (lease, purchase, or shared use).



Updated Operating Systems

"We're doing great work — now we need the systems to match the scale of what's coming next." — Board Member

Decision-Making Framework

GOBRP will evaluate new programs, partnerships, and operational changes using these criteria. Any initiative scoring low on these criteria becomes a "not yet."

- Mission Fit – Does this help us get bikes to people who need them?
- Volunteer Capacity – Do we have (or can we realistically build) the volunteers and leadership to sustain this?
- Operational Feasibility – Does this align with current shop flow, space, safety, and training needs?
- Financial Impact – Does this require a budget? Does it generate or reduce revenue?
- Partnership Strength – Does this deepen meaningful community relationships?
- Sustainable Load – Will this create strain or distribute load more effectively?



Annual Planning Cycle

Quarter	Primary Focus	Key Activities
Q1	Plan & Align	Review prior year; Set annual goals; Approve budget
Q2	Monitor & Adjust	Monitor goals; Adjust as needed; Committee check-ins
Q3	Sustain Oversight	Continue goal monitoring; Adjust as needed; Committee check-ins
Q4	Reflect & Report	Document learnings; Prepare annual report; Review strat plan progress

Updated Communication Framework

- Monthly volunteer updates via email
- Quarterly board–committee coordination
- Shared Google Drive organization project for newsletter
- Clear points of contact for volunteers and partners

New Organizing Structure

The following structure supports how work will be organized across committees, working groups, and short-term efforts.

Committees	Working groups	Pop-up groups
Shop Operations (staffing, parts, supplies, tools, intake and outflow of bikes, admin and IT, shop maintenance)	<ul style="list-style-type: none"> • SWOT working group – bike flow in 2026 	<ul style="list-style-type: none"> o Passport tune-up o Sign-up genius improvements o Volunteer awards
Volunteer Building – volunteer building and education	<ul style="list-style-type: none"> • Education working group – volunteer and community bike repair training in 2026 	<ul style="list-style-type: none"> o Volunteer awards o Other volunteer events
Communication and Community Outreach	<ul style="list-style-type: none"> • Newsletter working group – set up and implement regular volunteer newsletter process in 2026 • Community events working group for 2026 	<ul style="list-style-type: none"> o Service trip proposal pop-up group
Fundraising, Finance, and Governance	<ul style="list-style-type: none"> • Future funding needs working group for 2026 	<ul style="list-style-type: none"> o Fall fundraising design 2026



Together, We Build What Comes Next

"Step by step, we build the future we imagined." — Board Member



A Path Forward

This plan is not just a document—it is a shared path forward.

For more than 35 years, GOBRP has been built by volunteers who show up, care deeply, and get bikes into the hands of people who need them. That spirit remains at the heart of everything ahead.

As we step into this next chapter, our work is simple and powerful:

- Keep doing what we do best
- Build the systems that support us
- Invite more people into the work

Every repaired bike, every new volunteer, every improved system moves us forward—step by step.

Pedal Forward With Us

Be part of what comes next. Visit GoldenOptimists.org to learn how to buy a bike, donate, or volunteer.

Bikes for people who need them—now, and for the future we are building together.